

A Mediating Model To Evaluates Employee Performance In Retail Amid And Post COVID 19

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ABSTRACT

Employee performance has become increasingly important in the literature, attracting the attention of many scholars in the last decade. This study adopted an employee-centered perspective to guide its examination of the relationship among spiritual leadership and job satisfaction to individual performance, then an investigation of the mediation of employees' affective commitment. An analysis was conducted of data collected from 208 employees working in a retail store with thirteen of branch's. The results reveal statistically significant and positive effects of spiritual leadership on employee performance and affective commitment. Then, job satisfaction statistically not significant effect on employee performance but affective commitment. Affective commitment has presented strong contribution as mediating variable, and strong direct impact to employee performance.

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1. Introduction

COVID 19 has accelerated technological progress, and increasingly challenges business people to adapt quickly to increase their competitive advantage in the market (Mohammed, 2021). Various efforts related to human resource management such as conducting job trainings, increasing work facilities and salaries have been carried out to maintain the stabilization and improvement of employee performance (Waeyenberg et al., 2020). This is done so that employees have a pure commitment that has an impact on sincerity in completing work assignments (Kaur, 2020), being more productive, creative, and able to work optimally to help the company achieve its vision and mission (Johari et al., 2016). In addition, an honest, visionary, and inspirational leadership pattern is very much needed in the COVID-19 situation to raise employee morale.

Garg (2017) found that affective commitment has been created by the implementation of spiritual leadership significantly, which then has an impact on increasing work productivity. Employee performance is the contribution levels of an employee in helping the company (Johari et al., 2016). According to Sharma et al (2021) employee performance needs to be improved in order to ensure the quality of work to meet company expectations. Retail companies often evaluate the performance of their employees periodically, because this is related to the creativity and courtesy of employees in serving consumers. Employees with good performance will tend to be more friendly in serving buyers (Faisal et al., 2021; Pratama et al., 2021), and innovative in actions (Games et al., 2022).

Our object is a type of business engaged in the retail sector, and was founded since 1999. At this time, it has become the most famous retail store with the most outlets in our region (Desara et al., 2021). But, when we comparing the sales today and in the past, that there has been a decline since the presence of COVID 19, and in line with the decline of employee performance. In 2019, there were 13 employees with A or the best performance predicate, and 165 people with B or good performance. This decline in performance occurred in 2020 and 2021, where employee performance increased in the C, D, and E predicates, while the decline occurred in employees with A and B predicates. Performance C, D, and E means that enough (C), Not Good (D), and bad (E). This performance data proves that COVID 19 has made them hampered in expressing the

quality of service to buyers, because the sweet smile cannot be seen as a result of wearing masks and complying with comprehensive health protocols.

In addition, COVID 19 effects also had an impact on high expectations of job satisfaction, where vitamins and nutritious are very much needed at this time in order to maintain their physical and mental health at work (Hidayat et al., 2021). Various efforts have been made in line with the deteriorating employee performance, starting from evaluating job satisfaction and implementing appropriate leadership. On the other hand, it is also important to ensure that every employee works as expectations, and has a strong affective commitment to the company, because when an employee has a high affective commitment, thus it will impact on strong engagement (Yuliani et al., 2021), and lead to better performance (Nazir et al., 2018).

Spiritual leadership is a visionary leadership style, giving hope and affection to followers to make them aware of the importance of organizational goals (Fry, 2003). These leadership styles are often applied because they can make employees feel genuinely attached to the organization (Mansor et al., 2013). Annisa (2020) found that spiritual leadership significantly affects employees' affective commitment. Meanwhile, research by Joelle and Coelho (2019) found that employee performance is significantly affected by spiritual leadership. These two results mean that leadership shows compassion, exemplary, honesty values, and provides clear expectations can effectively increase employee affective commitment and performance. Thus, hypotheses postulate H1: Spiritual leadership significantly and positively related to employee performance, and H2: Job satisfaction significantly and positively related to employee affective commitment.

On the other hand, employees who have a high level of job satisfaction will be more creative and energetic at work, they will be more cheerful and happy in doing work tasks (Luz et al., 2018). In retail companies, employees who feel that their job satisfaction is achieved will have an impact on their attitude in serving buyers, they will smile more easily and be excited (Koesmono, 2017). Gustyana et al (2019) found that job satisfaction significantly affects employee performance, meaning that fulfilled employee care and welfare will result in high work productivity. Job satisfaction was also found to significantly affect employees' affective commitment, this result means that salary and benefits are one of the factors that are highly considered (Syafi & Sarwoko, 2018). Thus, hypotheses announces H3: job satisfaction significantly and positively related to employee performance, and H4: job satisfaction significantly and positively related to affective commitment.

Affective commitment defined as the desire of employee who created through their self-orientation, then it lead them self to stay and dedicated their self to the company (Yuliani et al., 2021). Prawira (2021) and Putra (2020) found that affective commitment is significantly influenced by spiritual leadership and job satisfaction. Laily and Wahyuni (2017) stated in this mediating effect of affective commitment both variable was taken high contribution, in which Mohammed (2021) supports the previous findings of a significant contribution by strong affective commitment to the increase employee performance and productivity. Meanwhile, Permana et al (2021) found that partially and significantly affective commitment strengthens the role of spiritual leadership on employee performance. Thus, hypotheses posited are H5: Affective commitment significantly and positively related to employee performance, H6: Affective commitment mediates the relationship between spiritual leadership and employee performance, and H7: Affective commitment mediated the relationship between job satisfaction and employee performance.

2. Method

Initially, we identified a problem related to employee poor performance amid and post COVID 19 in famous retail at our region, in which the declining are being serious day by day. Referring to the phenomenon that was ascertained, we determined several related variables as predictors including spiritual leadership, job satisfaction, affective commitment. We measure affective commitment through eight indicators by Allen and Meyer (1990), twelve indicators for job satisfaction was taken form the study of Samuel et al (2014), seventeenth statements in the spiritual leadership was adopted from Fry (2003). Then to the performance, sixth indicators adopted from Hartanto (2014). We used stratified proportionate random sampling as data collecting technique, its aim to subdivide populations based on each branch (Sekaran & Bougie, 2016). In terms of the questionnaires distributions process, we have used online method through g-form questionnaires, and it was returned for 208 complete questionnaires. Furthermore, software Smart PLS versions 3.0.9 have assisted for the data analysis both descriptive and structural equation model.

3. Results

We were identified all the participant is Muslim, and as many as 68,3% of them are woman, and 31,7% are man, with ages dominant ranging 20-30 years as many as 52,8%, 33,2% of them ages under 20, ranging 31–40 years as many as 12,1%, and ages over than 40 years participated as many as 1,9%. They are well educated at SHS/VHS as many as 49,4%, completed diploma III as many as 25,9%, and only single person completed master degree. Further, employee stated have work 1 to 5 years as many as 63,4%, and 25,48% categorized new or have work less than a year, while 11,06% stated have work for retail in the range of 5 to 10 years. The respondent's work position is dominated by staff members, namely 88.5%, serving as supervisor and manager respectively 5.75%, and none of the participants serving as General Manager or higher, in which the monthly income of employees varies greatly, where 48.6% earn IDR 3 to 5 million, and 45.7% earn less than IDR 3 million, while the other 5.7% earn more than IDR 5 million. Employees who feel they have been promoted recorded 34.13%, and 25.96% of them are under management, while employees who have never been promoted dominate with a figure of 39.91%. Meanwhile, ss many as 74,52% among them recognizes single, 25,48% states have married. Regarding to the number of dependents, 22,64% stated have 1 to 3 persons, 75,96% stated have nothing, and only 1,4% stated have over 3 persons.

In terms of tabulating on each responses, we comprised into variable view to conclude and analyze the mean scores. Employee performance was found has a mean score 3,99 or classified high, spiritual leadership has a 3,94, job satisfaction has a 3,93, and affective commitment has a 3,91, these three variable classified high responses. As information, related performance, most employee felt that they were worked as company expectation with high work qualities and quantities. While related spiritual leadership, most employee stated their leaders provide solutions when they are in problem at work, and give altruistic love with spiritual concept. Further, related job satisfaction, most employee only satisfied with the office design, while most of them needs promotion and personal development that should provided by the company in the near future. Furthermore, realted affective commitment, most employee statements indicate that they are still not fully involved in the strategic task, we assume that it is due to most of them still young and experienced less than five years.

Regarding to the hypothetical testing, the cut point recommended value is 1,64 for one tailed, then original sample indicates the direction and total effect of the relationship, while standard deviation announce the number of error in single relationship (Hair et al., 2012; Hidayat et al., 2021; Hult et al., 2015). Tabel 1 below shown the path results.

TABLE 1
PATH RESULTS

	o	SD	T-values
Spiritual Leadership -> Employee Performance	0,222	0,091	2,436
Job Satisfaction -> Employee Performance	0,074	0,074	0,999
Spiritual Leadership -> Affective Commitment	0,239	0,083	2,867
Job Satisfaction -> Affective Commitment	0,504	0,075	6,732
Affective Commitment -> Employee Performance	0,462	0,083	5,546
Spiritual Leadership -> Affective Commitment -> Employee Performance	0,110	0,046	2,411
Job Satisfaction -> Affective Commitment -> Employee Performance	0,233	0,056	4,162

*Note: o = original sample, SM = sample mean, SD = standard deviation

According to the table 1 above, there are sixth hypotheses stated accepted, and one hypothesis stated rejected due to has a t-value 0,999 or less than recomended value of 1,64. In terms of mediating contribution, by VAF calculation affective commitmet have contributed as many as 33,13% to the relationship between spiritual leadership and employee performance, then 75,90% to the relationship between job satisfaction and employee performance.

As it stands, leadership that prioritizes love, care and being kind to its employees is more effective in raising employee enthusiasm to give their best performance and be sincerely committed. Our results also indicate that leadership that is honest, unpretentious, trustworthy, and often provides solutions to members' problems both related to work even though related to personality have been encouraging and very important



for young employees aged < 30 years who are looking to grow. Fry et al (2017) stated that spiritual leadership is an effective leadership style to improve millennials performance today, because the inculcation of honesty and exemplary values will enhance employee intrinsic motivation to better performance.

We argue that the most of young generation will be motivated to perform better until getting awards and promotions when the leaders really consistent with the spiritual values that are instilled today. On the other hand, we also confirm high desire of employees to spend their careers at the company, and be proud sharing of others. We affirm this as a representation of affective commitment possessed by employees to respect leaders performance and morals. Rumangkit (2020) supports our opinion by stating that employees who have a high affective commitment will tend to be proud of the company where they work for the people around them.

Findings of this study are in line with Fortuna (2020) and Maryati et al (2019), which found that the leader who emphasize spiritual values will be more effective to raising performance. They also stated that honesty and divine values instilled by leaders will make employees feel called and understand that work is a mandate that must be fulfilled (Fortuna, 2020; Maryati et al., 2019). On the other hand, our findings also in line with Astuti and Haryani (2021), Rindu et al (2020) and Puspitasari (2019), they emphasized that the implementation of a spiritual leadership style will encourage employees to be trustworthy, honest and responsible, because religious values and compassion instilled by leaders make employees think that being an affectively committed member is the right choice (Astuty & Udin, 2020; Puspitasari, 2019; Rindu et al., 2020).

Meanwhile, employee job satisfaction was found didn't significant impact on their performance. The things that underlie this finding are the lack of opportunities and opportunities for promotion, recorded as many as 39.91% of employees have never been promoted, while another 25.96% say they are in the process of promotion. Automatically there are more than 65% of employees who are still waiting for clarity in their careers, this of course has a huge impact on their vision of the promotion policy and the seriousness of the company to developing careers of their employees. Moreover, the majority of employees currently belong to the millennial category with age < 30 years.

The author argues that young employees / millennial employees have high enthusiasm to develop in their work to get higher positions and pay. In this study, there is no indication that the salary and benefits factor triggers lack of impact job satisfaction on employee performance, because the majority of employees only graduated at senior high school / vocational high school with female gender, and each are classified as fresh employee. We are of the opinion that the high-intensity promotion policy was deliberately not carried out by the company due to most employee still lack of experiences.

On the other hand, the recognition of the work if they have worked according to the standards and expectations of the company is considered as a representation of them will realize the promotion policy quickly. The opinion of Cochran et al (2019) stated that the company most often hold their employee at the certain situation when they feel employee experience still not enough. Further, the data related high number of employees without dependent are also considered as a reason the company not to realize promotion policy in the near future.

Our findings are in line with the research of Putra (2020), and Hidayah and Tobing (2018), which emphasized lack of employee motivation to give their best performance often due to bad career clarity. In the other hand, job satisfaction has a positive and significant effect on affective commitment, the strong reason which triggers this finding are interior design and clean work environment, then satisfy with the amount of salary and benefits given, because the majority of employee not yet married and have no dependent. Further, comfortable at work and family soul was instilled by the company also encourages an increase in employees' affective commitment.

This finding support previous study of Gustyana et al (2019) Aflah et al (2021), Raveendran and Gamage (2019), which stated that employee affective commitment created through well-being, comfortable, and family soul that instilled by the company (Aflah et al., 2021; Raveendran & Gamage, 2019). Yuliani et al (2021) also emphasize that affective commitment created by good relationship between leader and subordinates. Regarding mediating contribution, affective commitment has partially contributed (33,13%) to the relationship between spiritual leadership and employee performance. Research of Rosyid et al (2021) found that the millennial era today mostly show the spirit about religion, because religion identity will giving proudness that drives positive image in the society and public trust (Rosyid et al., 2021).

The contribution of affective commitment in this study is in line with the research finding of Permana et al (2021), which stated that affective commitment that drives of spiritual values by leaders proven as effective to enhance productivities at work. Further, the study of Garg (2017) also found that affective commitment as mediator successful increase employee performance. Regarding to the contribution affective commitment in the relationship between job satisfaction, we found as many as 75,90% or partially mediated. In those result we argue millennial employee which participated in this study gratefully on their work today due to though to looks another job, and enforced them to feel engage with the company, in which their high affective commitment could makes close in unsatisfaction on promotion policy and career advancement which caused by high spiritual values, such as mutual love, and mutual respect, as well as instilling a spirit of kinship, and trust. This statement is in line with the finding of Games et al (2022), which stated that trust can drives employee to innovative performance.

4. Conclusion

The implementation of spiritual leadership is very effective to be applied to millennial employees, that's because most of them really want leadership honesty, compassion, and a sense of respect like a family. The strength of these spiritual values has provided an understanding that work is a mandate that must be carried out very well, so that their dissatisfaction with the benefits is covered. Furthermore, the sincerity of millennial employees to work in the company is able to encourage better performance, and make them really willing to sacrifice for the benefit of the company. As implication, the company is advised to maintain the spiritual values and sense of kinship that are instilled today, because this greatly affects the sincerity and enthusiasm of employees to provide maximum performance. And then, the company also advised to provide transparency and clarity regarding current promotion policies, then accelerate promotions for employees who are approaching to the working age of 5 years.

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